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Midcareer Course No. 30

26 September - 5 November 1971

COURSE REPORT

I. General

25X1A The 30th Midcareer Course was run during the period 26 September through 5 November 1971. This course was almost identical with recent runnings in content and organization. The locale for a three-day segment of Phase III, however, was changed from Headquarters to the [REDACTED] enabling us to invite some of the outside speakers to participate in more informal evening discussions similar to those held during Phase II at [REDACTED]. This innovation was warmly endorsed by the Midcareerists.

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The great majority of the students in their final critiques once again gave very high marks to the course as a whole. Several students commented that the course lives up to its reputation as the best the Agency has to offer.

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The 30th was the first all-male class in over two years. The average age of the students, 38.40, was the lowest in Midcareer Course history.

II. Opening and Closing of the Course

General Cushman delivered the Welcoming Remarks and congratulated the students on having been selected for the course. In some appropriate remarks he urged the students to make the most of this unique opportunity to expand their perspective.

25X1A Since the Director was unable to attend, [REDACTED] Acting Executive Director Comptroller, substituted as final speaker. [REDACTED] gave the students a preview of the Presidential plan for the reorganization of the Intelligence Community. A brief question period followed after which the Director of Training handed out the Course Certificates.

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III. Phase I (Managerial Grid)

Thirty-one out of the student body of thirty-four participated in the Managerial Grid. Almost all of the students stated in their critiques that they had derived benefit from the Grid week.

IV. Phase II (The Agency and the Intelligence Community)

Although there was general agreement that Phase II is the "guts" of the course the students felt that the quality of the presentations varied extensively. In general the programs presented by the Science and Technology and Support Directorates were rated the best while the Clandestine Services program received the most adverse criticism. Indeed, the sharpest criticism of the spotty CS effort came, as usual, from the CS students themselves.

The 30th running marked the first time that several of the Agency presentations were moved from their traditional Phase II spot in the schedule to a new location within the Phase III time frame. Three of the Support Directorates presentations, those of the offices of Communications, Logistics and Medical Services were given in the 5th week of the course [REDACTED] to take advantage of the facilities available there. Thus the Office of Communications, in addition to their regular presentation, offered Tours [REDACTED] Logistics added an impressive demonstration to their usual highly effective presentation.

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The students singled out the following Agency speakers in Phase II as particularly deserving of praise: Messrs. Cunningham,

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[REDACTED]

Dr. Tietjen.

The evening informal discussions were considered a vital part of Phase II by most of the students. After a somewhat slow start student participation in these evening sessions picked up rapidly.

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The session with CS speakers [REDACTED] was unusually spirited and went on until the small hours of the morning with almost the entire class remaining. [REDACTED] returning as a speaker in the Midcareer Course after a long absence, gave a particularly stimulating and provocative performance, both in his presentation and in the evening discussion.

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The individual student presentations have long been regarded by Midcareerists as one of the most valuable and productive features in the entire course. Again these presentations won the high praise of almost all the students.

V. Phase III (U.S. Government and World Affairs)

The students generally expressed their appreciation for the diversified and high quality program organized for them in Phase III. In particular they applauded the chance to get together with some of the outside speakers away from Headquarters in the informal atmosphere of [REDACTED]. Four non-Agency speakers were invited to [REDACTED] James Bostain, who spoke on "How to Read a Foreigner"; D.B. Hardeman on "Congressional Dynamics"; Richard Walker on "Communist China and Japan" and [REDACTED] (formerly OCI) on "The Middle East". Two of the speakers, Hardeman and Walker participated in evening sessions.

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The high point of Phase III was the appearance of Brigadier General Alexander Haig, deputy to Henry Kissinger, who spoke to the class about the same time as his boss landed in Peking. General Haig discussed in some detail and with unexpected candor the strengths and weaknesses of the present NSC system and the Intelligence Community product. He also outlined the rationale for the Presidents coming visit to Mainland China.

Of the outside speakers in Phase III the following were rated the highest by the students: Richard Scammon on "American Politics in the 1970's", [REDACTED] on "Black Problems", Hyman Bookbinder on "The Urban Crisis", Marshall Green on "Current Developments and Problems Facing the U.S. Government in East Asia", [REDACTED] "The National Security Agency", James Bostain, D.B. Hardeman and of course General Haig. Low marks went to Charles Burton Marshall, who gave a tired presentation

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on "The Limits of U.S. Foreign Policy" and Joseph Dinunno from the Atomic Energy Commission who spoke on "Energy and the Environment". The session with Richard Walker, usually one of the best outside speakers, also fell below expectations, possibly because he was joined by a somewhat uninspired panel of three from the Agency in the evening's discussion. This panel never got off the ground.

Just prior to the Field Trip Bruce Clarke spoke on "Soviet Strategic Capabilities". This presentation, which Mr. Clarke has given to 15 consecutive classes, is of particular value and significant to the group before they visit SAC Headquarters, NORAD, the Strategic Missile Wings or any other Defense installation. Mr. Clarke gave his usual outstanding presentation.

The Field Trip of the 30th class, scheduled for SAC Headquarters, Nebraska, the 90th Strategic Missile Wing at Warren AFB, Wyoming and the NASA facilities at Cape Kennedy, Florida, almost had to be cancelled. Two days before departure time [REDACTED] informed us that the C-130 scheduled for the flight had been pulled off for an emergency trip and that no other planes, [REDACTED] were available. In the last minute the trip was saved by the Air National Guard, which came through with the Air Guard One, a Super Constellation (C-121), a slower but certainly more comfortable plane than Midcareerists have been accustomed to during the past three years.

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The students were in general agreement that the trip was very valuable and gave a dimension to the U.S. Defense and Space Effort which could not have been obtained in any other fashion. The hospitality shown by our hosts, especially the very cordial reception at Warren AFB, was appreciated by our Midcareerists.

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S E C R E T

MIDCAREER COURSE

NO. 30
(OTR #1-72)

26 September - 5 November 1971

S E C R E T

MIDCAREER COURSE

NO. 30

CHIEF:	25X1A	[REDACTED] Room 921, Chamber of Commerce Ext. 2452
ASSOCIATE:	25X1A	[REDACTED] Room 921, Chamber of Commerce Ext. 2452
	25X1A	
TRAINING ASSISTANT:		[REDACTED] Room 921, Chamber of Commerce Ext. 2452
	25X1A	[REDACTED] Room 922, Chamber of Commerce Ext. 2442

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FOREWORD

The Midcareer Course is the product of the determination at the highest levels of the Agency that promising officers be given an opportunity to widen their understanding of Management Practices, of current developments and problems in the Agency and the Intelligence Community, and of major issues facing the Government especially in the international field.

Phase I of the Course consists of a study of "The Managerial Grid" as a framework for understanding and applying effective managerial behavior. It provides an opportunity to examine individual assumptions and to practice selected skills.

Phase II deals primarily with the functions, relationships, and problems of various Agency components, and, to a lesser extent, with the activities of certain other organizations in the Intelligence Community.

During the final portion of the Course, Phase III, attention is focused primarily upon major developments and trends in World Affairs and upon some elements of national power which affect the U.S. Government's ability to exert influence on the international scene.

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WEDNESDAY, 22 September 1971
(USIB Conference Room, 7 E-26)

INTRODUCTION TO THE COURSE

1300	Registration		
1315-1415	Introduction to the Course	<div style="background-color: black; width: 150px; height: 1.2em; display: inline-block;"></div> Chief, Midcareer Course, SIWA/OTR	25X1A
		<div style="background-color: black; width: 140px; height: 1.2em; display: inline-block;"></div> Midcareer Course, SIWA/OTR	25X1A
		<div style="background-color: black; width: 210px; height: 1.2em; display: inline-block;"></div> Support School, OTR	25X1A
1500	Welcoming Address		
		<div style="background-color: #cccccc; padding: 2px;">Lt. Gen. R. E. Cushman, Jr.</div> Deputy Director of Central Intelligence	
1530	Special Clearance Briefings	<div style="background-color: black; width: 150px; height: 1.2em; display: inline-block;"></div> Security Officer, OTR	25X1A

MIDCAREER COURSE

NO. 30

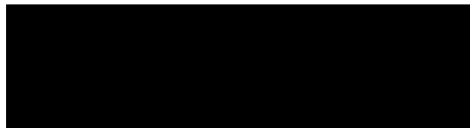
PHASE I

THE MANAGERIAL GRID

Sunday, 26 September 1971

through

Friday, 1 October 1971



25X1A




SUNDAY, 26 September 1971

1530	Arrive at [REDACTED]	25X1A
1615	Convene in Conference Room (CR-11)	
	Welcoming Remarks	[REDACTED] 25X1A
	Security Briefing	[REDACTED] 25X1A
		Security Officer, [REDACTED] 25X1A
1700	Reception (Redwood)	
1800	Dinner	
1900-1930	General Session: Introduction to Seminar, Introduction to Grid Concepts Activity (CR-11)	
1930-2130	Team Activity: Grid Concepts Activity	
2130-2200	General Session: Scoring	

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MONDAY, 27 September 1971

0800-0815	General Session: Lecture, "Start-Pathway-Goal" Introduction to Critique	
0815-1000	Team Activity: Critique	
1000-1030	Team Activity: Complete and Post Wall Charts	
1030-1200	General Session: Film and Lecture: "The Managerial Grid"	
1200	Lunch	25X1A
1300-1315	General Session: Introduction to Activity	
		25X1A
1315-1630	Team Activity: 	
1630-1700	General Session: Scoring	
1700	Dinner	25X1A
1900-1915	General Session: Introduction to 	Critique
1915	Team Activity: Critique	

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TUESDAY, 28 September 1971

0800-0830	General Session: Newsprint exchange on [REDACTED] Critique	25X1A
0830-0845	General Session: Introduction to Team/ Committee Action Activity	
0845-1200	Team Activity: Step 1: Developing team solution for Team/Committee Action	
1200	Lunch	
1300-1400	Team Activity: Step 2: Critique Complete wall charts	
1400-1415	General Session: Introduction to Pair Discussions	
1415-1515	Step 3: Pair Discussions	
1515-1615	General Session: Step 4: Summarize point allocations Lecture: "Managing Intergroup Conflict" Introduction to Steps 5 & 6	
1615-1700	Step 5: Pair Discussions: Critique of pair member's Grid Styles	
1700	Dinner	
1900	Team Activity: Step 6: Critique	

WEDNESDAY, 29 September 1971

0800-0830	General Session: Newsprint exchange on Team/Committee Critique
0830-0845	General Session: Introduction to <u>12 Angry Men</u> Activity
0845-1030	Film: <u>12 Angry Men</u>
1030-1115	Step 1: Individual Work: Judgments of Managerial Styles of <u>12 Angry Men</u> Characters
1115-1200	Step 2: Team Activity: Judging Managerial Styles of <u>12 Angry Men</u> Characters
1200	Lunch
1300-1445	Team Activity: Complete Step 2
1445-1515	General Session: Step 3: Individual and Team Scoring of <u>12 Angry Men</u> Introduction to Step 4
1515-1700	Team Activity: Step 4: Critique
1700	Dinner
1900-1915	General Session: Lecture: Organization Culture Concepts Introduction to Ideal Organization Culture Activity
1915	Team Activity: Ideal Organization Culture

THURSDAY, 30 September 1971

0800-0830	General Session: Introduction to Personal Feedback
0830-1000	Team Activity
1015-1045	General Session: Exchange on Procedures and Progress
1045-1700	Team Activity
1700	Dinner
1900-1945	General Session: Individual Completion of Managerial Values
1945-2000	General Session: Introduction to Analyzing Organization Culture
2000	Team Activity: Analyzing Organization Culture

FRIDAY, 1 October 1971

0800-0930	Team Activity (Contd.): Analyzing Organization Culture (Prepare Newsprint on 7 Barriers)
0930-1100	General Session: Newsprint Exchange
1100-1120	General Session: Feedback on Ideal/Actual Organization Culture, Managerial Values, Personal Grid Styles
1120-1200	General Session: Lecture, "Organization Development"
1200-1215	General Session: Summation of Seminar
1215	Lunch
1300	Briefing for Phase II
1430	ETD for Drivers and Passengers

MIDCAREER COURSE

NO. 30

PHASE III

THE UNITED STATES GOVERNMENT

AND

WORLD AFFAIRS

Tuesday, 19 October - Tuesday, 26 October 1971
Room 1A-07, Headquarters

Wednesday, 27 October - Friday, 29 October 1971
[REDACTED]

25X1A

Sunday, 31 October - Thursday, 4 November 1971 - FIELD TRIP

Friday, 5 November 1971 - USIB Conference Room (7E-26)

TUESDAY, 19 October 1971
(Room 1 A 07, Headquarters)

0845-0915 Individual Student Presentation

0930-1030 "The Limits of U.S. Foreign Policy"

Charles Burton Marshall



1030-1130 Question Period

25X1A

1145-1215 Individual Student Presentation

1230 Lunch

In the USIB Conference Room
(7 E 26, Headquarters)

1345-1415 Individual Student Presentation


1430-1530 "Current Developments and
Problems Facing the U.S.
Government in East Asia"

The Honorable
Marshall Green
Assistant Secretary of
State for East Asian
Affairs, Department
of State

1530-1600 Question Period

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WEDNESDAY, 20 October 1971
(Room 1 A 07, Headquarters)

0900-1000	"The President's Use of the National Security Council"	<u>Brigadier General</u> <u>Alexander Haig</u> Deputy Assistant to the President for National Security Affairs
1000-1030	Question Period	
1045-1145	"Energy and the Environment"	<u>Joseph Dinunno</u> Director, Office of Environmental Affairs, Atomic Energy Commission
1145-1215	Question Period	
1230	Lunch	
1315-1415	CIA Operations Center Briefing and Tour (Group A) (Room 7 F 33)	 25X1A Deputy Chief, CIA Operations Center
	Critique Period (Group B) (Room 1A 07)	
1430-1530	Individual Student Presentation	
1545-1645	"The United States Intelligence Board	<u>Bruce A. Lowe</u> Executive Secretary to the USIB


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THURSDAY, 21 October 1971
(Room 1 A 07, Headquarters)

0845-0915 Individual Student Presentation.


0930-1030 "The National Security Agency"

 25X1A
Deputy Assistant Director for
Production, National
Security Agency

1030-1130 Question Period

1145 Lunch

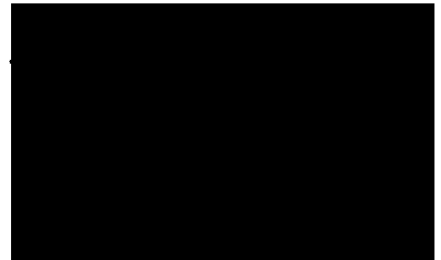
1245-1345 CIA Operations Center
Briefing and Tour (Group B)
(Room 7 F 33)

 25X1A
Deputy Chief, CIA
Operations Center

Critique Period (Group A)
(Room 1 A 07)

25X1A

1400-1530 "Soviet Foreign Policy"



1530-1630 Question Period

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FRIDAY, 22 October 1971
(Room 1 A 07, Headquarters)

0900-1015 "The Urban Crisis in the
United States"

Hyman Bookbinder
Director, Washington
Office, American
Jewish Committee,
(Former Assistant
Director to the Anti-
Poverty Program)

1015-1130 Question Period

1145-1215 Individual Student Presentation

1230 Lunch

25X1A

1330-1445 "Black Problems"

1445-1600 Question Period

1615-1645 Administrative Time

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TUESDAY, 26 October 1971
(Room 1 A 07, Headquarters)

0900	Assemble at Headquarters	
0910	Depart by Bus [REDACTED]	25X1A
0935	Arrive at [REDACTED]	25X1A
0945-1200	"The Imagery Analysis Service" Briefing and Tour	<u>Howard Stoertz</u> Director, Imagery Analysis Service
1210	Depart by Bus for Headquarters	
1230	Arrive at Headquarters	
1245	Lunch	
	Convene in USIB Conference Room (7 E-26)	
1400-1530	"Indo-China in Perspective"	[REDACTED] 25X1A Special Assistant to the Director for Vietnam Affairs
1540-1630	"Planning and Programming in CIA"	[REDACTED] 25X1A Deputy Director of Planning, Programming and Budgeting
1630-1700	Visit to the O/PPB Situation Room	
1730-1930	Class Reception (Executive Dining Room) 7D-48	Guests, Class, Staff and Wives

25X1A

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WEDNESDAY, 27 October 1971
Cont.

1900-2130 "Congressional Dynamics"

Presentation and
Informal Discussion

D. B. Hardeman
Former Special
Assistant to Speaker
Sam Rayburn and House
Majority Leader
Hale Boggs

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THURSDAY, 28 October 1971

25X1A

0800 Assemble in Front of Administration Building

0810-0830 Travel to [REDACTED]

0830-0950 Briefing at [REDACTED]

25X1A

0950-1010 Return to [REDACTED]

1030-1130 "Developments in Technical
Communications"

[REDACTED]
Director, Office of
Communications

25X1A

1130-1230 Demonstration of Equipment and
Question Period

1245 Lunch
1345-1515 Individual Student Presentation
1530-1730 "Communist China and Japan"

25X1A

1600-1700 Question Period

1800 Dinner

1930-2130 Informal Discussion
(In Art Room)

[REDACTED]
and Representatives
from Office of Current
Intelligence and Far
East Division

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FRIDAY, 29 October 1971



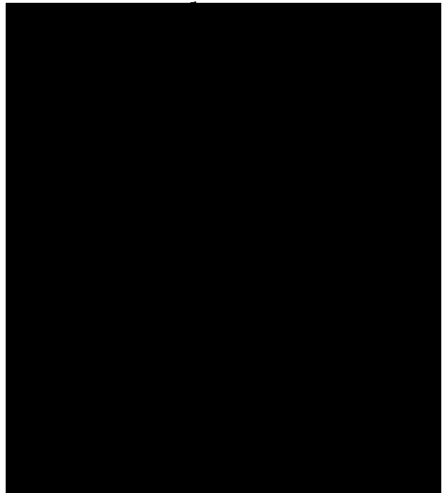
25X1A

0830-0900 Critique Period

25X1A

0900-0945 Field Trip Briefing

1000-1100 "The Middle East"



1100-1200 Question Period

1215 Lunch

1315-1445 "Soviet Strategic Capabilities"

Bruce Clarke
Director of Strategic
Research

1445-1530 Question Period

1545 ETD for Drivers and Passengers

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FIELD TRIP SCHEDULE FOR MC NO. 30 *

SUNDAY, 31 October 1971

1200	EST	Convene at Headquarters (SW Entrance)
1315 1215	EST	Special Bus Leaves Headquarters for Andrews AFB
1400	EST	Leave Andrews AFB for Offutt AFB, Nebraska
1715	CST	Arrive Offutt AFB

MONDAY, 1 November 1971

0800-1600	CST	Briefings and Tours at Strategic Air Command Headquarters
1630	CST	Leave Offutt AFB for Warren AFB, Cheyenne, Wyoming
1700	MST	Arrive Warren AFB

TUESDAY, 2 November 1971

0800-1630	MST	Briefings and Tours at 90th Strategic Missile Wing, Warren AFB
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WEDNESDAY, 3 November 1971

0830	MST	Leave Warren AFB for Patrick AFB, Florida
1630	EST	Arrive Patrick AFB

THURSDAY, 4 November 1971

0800-1600	EST	Briefings and Tours at NASA, Cape Kennedy
1645	EST	Leave Patrick AFB for Andrews AFB
1930	EST	Arrive Andrews AFB
1945	EST	Special Bus Leaves Andrews AFB for Headquarters

*The above FIELD TRIP SCHEDULE is subject to confirmation during the week prior to the Field Trip flight.

FRIDAY, 5 November 1971
(At Headquarters)

0900	Convene in USIB Conference Room (7E-26)	
0900-1000	Administrative Time: Field Trip Accounting	
1000-1100	"American Politics in the 1970's"	<u>Richard Scammon</u> Director, Elections Research Center, Washington, D.C.
1100-1200	Question Period	
1215	Lunch	
1315-1400	Completion of All Course Critiques	
1400-1545	To Be Announced	
1600-1645	<u>Closing Remarks:</u>	
	<div style="background-color: black; width: 150px; height: 1.2em; display: inline-block;"></div> 25X1A Acting Executive Director-Comptroller	
1645	Award of Certificates	<u>Hugh Cunningham</u> Director of Training

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MIDCAREER COURSE

NO. 30

PHASE II

THE AGENCY

AND

THE INTELLIGENCE COMMUNITY

Monday, 4 October through Friday, 15 October 1971

at the



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Monday, 18 October

at Headquarters Building

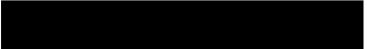


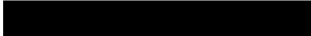
Room 1 A-07

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MONDAY, 4 October 1971

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0900	Convene in Classroom (CR-11)	
0915-0945	Administrative Time and Reading Period	
0945-1045	"The Agency and the Intelligence Community--Developments and Problems"	<u>Hugh Cunningham</u> Director of Training
1100-1200	Question Period	
1215	Lunch	
1315-1400	Group Introductions	25X1A
1415-1500	"The Evaluation of National Intelligence Programs and the Agency's Relationship to the PFIAB"	 Assistant Deputy for National Intelligence Programs Evaluation
1500-1515	Question Period	25X1A
1530-1615	"The Agency's Relationship to the Congress"	 Legislative Counsel
1615-1630	Question Period	
1830	Dinner	25X1A
1930-2130	Informal Discussion	<u>Hugh Cunningham</u>
25X1A		

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TUESDAY, 5 October 1971

25X1A

0800-0900	Reading Period		
0900-0940	Film: "National Intelligence Estimates" Theater		
0945-1045	<u>First Seminar Period:</u> Group I - "National Intelligence Estimates (CR-14 A)"	[REDACTED] Deputy Director, Office of National Estimates	25X1A
	Group II - "Economic Intelligence" (Room 14 B)	[REDACTED] Chief, Free World Div. Office of Economic Research	25X1A
1055-1155	<u>Second Seminar Period:</u> Group I - "Economic Intelligence" (Room 14 B)	[REDACTED]	25X1A
	Group II - "National Intelligence Estimates" (Room 14 A)	[REDACTED]	
1200	Bus to [REDACTED]		25X1A
1215	Buffet [REDACTED]		
1300-1430	Informal Discussion with the Deputy Director for Intelligence	<u>Edward Proctor</u>	
1435	Bus Returns to Admin Building		
1445-1530	"CIA's Current Intelligence Role"	[REDACTED] Chief, Far East Division, Office of Current Intelligence	25X1A
1530-1545	Question Period		

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TUESDAY, 5 October 1971
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1600-1645 "The Agency's Responsibility in
Strategic Research"

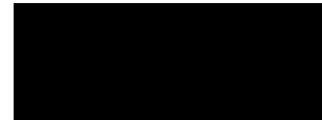
Bruce Clarke
Director of
Strategic Research

1645-1700 Question Period

1830 Dinner

1930-2130 Informal Discussion

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Bruce Clarke

25X1A

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WEDNESDAY, 6 October 1971

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0800-0930 Individual Student Presentations

0945-1030

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1030-1045 Question Period

1100-1145

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1145-1200 Question Period

1215 Lunch

1300-1400 Individual Student Presentations

1415-1615 "Developments in Photographic
Intelligence"

Arthur Lundahl

Director, National
Photographic
Interpretation Center

1615-1645 Question Period

1700-1800 NPIC Exhibition

25X1A

1830 Dinner

1930-2130 Informal Discussion with the
Deputy Director for Plans

Thomas Karamessines

25X1A

25X1A

THURSDAY, 7 October 1971

0800-0930 Individual Student Presentations 25X1A

0945-1200 Panel:
"Field Station Activities"

1215 Lunch

1315-1345 Individual Student Presentations

1400-1445 "Target: Soviet Bloc"

1445-1515 Question Period

1530-1615 "Target China"

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WEDNESDAY, 13 October 1971

0800-0930	Individual Presentations	
0940	Assemble in Arena "B"	
0945-1045	"Science and Technology in CIA"	<u>Carl Duckett</u> Deputy Director for Science and Technology
1045-1100	Question Period	
1115-1145	"The Agency's Research and Development Program"	<u>Robert Chapman</u> Director of Research and Development
1145-1200	Question Period	
1215	Lunch	
1300-1330	"ELINT Activities"	<u>John McMahon</u> Director of ELINT
1330-1345	Question Period	25X1A
1400-1430	"Scientific Intelligence"	 Chief, Physical Sciences and Engineering Division, Office of Scientific Intelligence
1430-1445	Question Period	
1500-1530	"The Agency's Computer Services"	<u>John Iams</u> Director of Computer Services
1530-1545	Question Period	25X1A
1600-1630	"Foreign Missile and Space Analysis"	 Deputy Director of Foreign Missile and Space Analysis (FMSAC)
1630-1645	Question Period	

WEDNESDAY, 13 October 1971

25X1A

1645-1700 Closing Remarks

1830 Dinner

1930-2130 Informal Discussion

Carl Duckett

Carl Duckett
Robert Chapman
John McMahon

25X1A

John Iams




25X1A

25X1A

S E C R E T

THURSDAY, 14 October 1971

25X1A

0800-0930	Individual Student Presentations		
0945-1030	"The Support Services"	<u>Robert Wattles</u> Assistant Deputy Director for Support	
1030-1045	Question Period		
1100-1145	"Security Considerations in Accomplishing the Agency's Mission"	 Deputy Director of Security	25X1A
1145-1200	Question Period		
1215	Lunch		
1315-1415	Tour of Base		
1430-1515	"The Nature and Scope of Training Support"	 Deputy Director of Training	25X1A
1515-1530	Question Period		
1545-1630	"Personnel Problems"	<u>Harry Fisher</u> Director of Personnel	
1630-1645	Question Period		
1830	Dinner		
1930-2130	Informal Discussion	<u>Robert Wattles</u>  <u>Harry Fisher</u>	25X1A 25X1A

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FRIDAY, 15 October 1971

25X1A

0800-0930 Individual Student Presentations


0945-1030 "Financial Managment"


Deputy Director of Finance

25X1A

1030-1045 Question Period

1100-1145 "The Central Reference Service"


Director, Central
Reference Service

25X1A

1145-1200 Question Period

1215 Lunch

1300-1400 Individual Student Presentations

1400-1430 Administrative Time

1445 ETD for Drivers and Passengers

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MONDAY, 18 October 1971
(At Headquarters)

0730	Convene at Headquarters = In Front of Auditorium		25X1A
0740	Bus Departs [REDACTED]		
0820	Bus Arrives [REDACTED]		25X1A
0830-1345	"Technical Services in Support of Operations"	[REDACTED] Chief, Technical Services Division	
	Presentations - Tours and Working Luncheon	[REDACTED] Chief, Development and Engineering, TSD	25X1A
1350	Bus Departs from [REDACTED] for Headquarters		25X1A
1425	Bus Arrives at Headquarters		
1430	Convene in Classroom 1 A 07		
25X1A 1430-1500	Administrative Time: [REDACTED] Travel Accounting		
1500-1545	"The Defense Intelligence Agency"	[REDACTED] Deputy Director for Estimates, Defense Intelligence Agency	25X1A
1545-1630	Question Period		